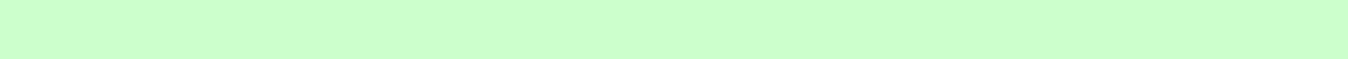


Implementation Plan  
for the  
Live Oak/Soquel Project Area  
2010 - 2014

Redevelopment Agency of the County of Santa Cruz

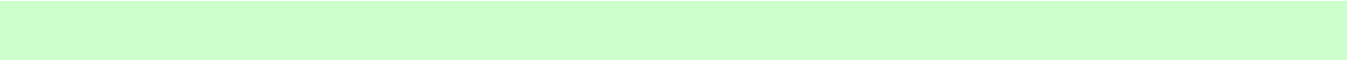
Adopted: November 10, 2009  
Resolution No. 305-2009



Implementation Plan  
for the  
Live Oak/Soquel Project Area  
2010 - 2014

Redevelopment Agency of the County of Santa Cruz

Adopted: November 10, 2009  
Resolution No. 305-2009





**TABLE OF CONTENTS**

I. INTRODUCTION ..... 1  
     Community Outreach and Plan Development Process..... 1

II. LEGAL REQUIREMENTS OF AN IMPLEMENTATION PLAN ..... 2

III. BACKGROUND ..... 2  
     Live Oak/Soquel Redevelopment Project Area ..... 2  
     Policy Basis ..... 4  
     Recent Accomplishments 2004-2009 ..... 5

IV. GOALS AND OBJECTIVES ..... 8  
     Community Enhancement ..... 8  
     Economic Development ..... 10  
     Housing ..... 11  
     Community Enhancement - Economic Development - Housing ..... 12

V. PROGRAMS AND PROJECTS ..... 13  
     Public Safety ..... 13  
     Public Recreation, Cultural Facilities and Activities for Young People ..... 14  
     Economic Vitality ..... 15  
     Housing ..... 18  
     Safe Routes for Biking and Walking..... 20  
     Infrastructure Support ..... 21  
     Relationship to Blight ..... 22  
     Projected Expenditures ..... 23  
     Conclusion ..... 24

APPENDIX A: PAST AGENCY ACCOMPLISHMENTS 1987-PRESENT ..... 25  
     Capital Improvements Projects and Programs Completed to Date ..... 25  
     Affordable Housing Projects and Programs Completed to Date ..... 27

APPENDIX B: HOUSING COMPLIANCE..... 32

**REPORT TABLES:**

Table 1: Project Area Limitations ..... 3

Table 2: Summary of Relationship of Elimination of Conditions of Blight  
 and Plan Goals and Objectives..... 12

Table 3: Summary of Relationship of Alleviation of Conditions of Blight  
 and Plan Programs and Projects..... 23

Table 4: Estimated Program Expenditures January 1, 2010 - December 31, 2014..... 24

Table A-1: Redevelopment Capital Project Activities Completed to Date  
 Live Oak and Soquel Project Area ..... 25

Table A-2: Listing of Agency-Funded Affordable Housing Projects  
 and Programs 1987- 2009 ..... 27

Table B-1: Low and Moderate Income Housing Fund Estimates by Year ..... 33

Table B-2: Income Proportionality ..... 33

Table B-3: Project Funding ..... 34

Table B-4: Agency Assisted Units: By Year and Activity..... 35

Table B-5:	Implementation Plan Production Requirements and Production Surplus/Deficit: 1987- 2009 .....	36
Table A-6:	Implementation Plan Production Requirements and Production Surplus/Deficit: 2010-2027 .....	37

## I. INTRODUCTION

In 1986 the Santa Cruz County Board of Supervisors approved the creation of the Redevelopment Agency of Santa Cruz County. Subsequently, in 1987, the Agency's first redevelopment plan—for the Live Oak and Soquel areas—was adopted. That plan was created to provide for revitalization of an area, which had developed without provision of adequate public facilities to service population growth, resulting in blighted physical, social, and economic conditions. In 1988, the Agency began a wide variety of efforts to upgrade the area. Since that time many programs have been initiated, and numerous projects have been completed throughout the Project Area.

This Implementation Plan for the Live Oak/Soquel Project Area describes the various programs that are proposed to be undertaken and continued during the next five years to assist in the alleviation of blighting conditions in the Project Area and to preserve and increase the community supply of affordable housing. These programs are recommended with the understanding that circumstances and situations change over time. For this reason, the Implementation Plan, as required by the Community Redevelopment Law, will be reviewed periodically and amended when needed to reflect changing priorities and needs.

This Plan is organized in a manner which addresses the requirements of State law, while retaining continuity among goals and objectives and related programs and projects. The main body of the report includes a summary of Agency recent accomplishments, Project Area goals and objectives, and programs to be implemented over the next five years. A summary of all Agency accomplishments to date and information specific to housing fund expenditures and affordable housing production in the Project Area are included in the Appendices of this five-year Implementation Plan.

### COMMUNITY OUTREACH AND PLAN DEVELOPMENT PROCESS

Two series of community workshops were convened in the spring and fall of 2009 to engage the community in a dialogue about the progress of redevelopment efforts in Live Oak and Soquel and to discuss the community's vision for a stronger Soquel and Live Oak. Participants were asked to respond to redevelopment goals and to identify current challenges facing the community and priorities for the next five year planning period. More than 500 people participated in these workshops representing youth, residents, property owners, businesses, and County departments and agencies serving the community. Five priorities were identified through this process: public safety; safe walking and bicycling routes; positive activities for youth and community facilities; economic vitality; and affordable housing. Possible redevelopment programs and projects were then identified to address these priorities, many of which have been incorporated into the redevelopment programs included in this plan. The goals and objectives for redevelopment activities over the next five years have also been refined to respond to evolving community, Board, and County priorities.

## II. LEGAL REQUIREMENTS OF AN IMPLEMENTATION PLAN

The Community Redevelopment Law requires that every five years each agency adopt a five-year implementation plan to provide a link between the elimination of blight and the proposed actions of the agency. The original Implementation Plan for the Live Oak/Soquel Project Area was adopted in November, 1994. Since that time, the second and third five-year Implementation Plans for the Live Oak/Soquel Project Area were adopted in November, 1999, and December, 2004, respectively. This document shall serve as the fourth five-year Implementation Plan for the Live Oak/Soquel Project Area for the five-year period of January 2010 to December 2014.

By law, the implementation plan must describe: time and funding limitations applicable to the project area; the specific goals and objectives of the Agency; programs, including a program of actions and expenditures to be made during the next five years of the plan; how these goals, objectives, programs, and expenditures will assist in the alleviation of blight; and how the Agency will implement both the requirement to increase, improve, and preserve very-low, low, and moderate income housing and the inclusionary housing requirement. If the plan contains any project that will result in the destruction of very-low, low, or moderate income housing, it must also identify replacement housing.

Approval of the Implementation Plan does not constitute final approval of the activities described in the plan. In accordance with section 33490 (a)(1)(B) of redevelopment law, "adoption of an implementation plan shall not constitute an approval of any specific program, project, or expenditure and shall not change the need to obtain any required approval of a specific program, project, or expenditure from the agency or the community."

## III. BACKGROUND

### LIVE OAK/SOQUEL REDEVELOPMENT PROJECT AREA

In 1987, the Santa Cruz County Redevelopment Agency was formed with one project area encompassing all of the unincorporated urbanized area of Live Oak and Soquel (see Project Area map on page 3). The Project Area is approximately 3,760 acres with a population of more than 33,000. A majority of the land area (65%) is zoned for residential use, about one-quarter (23%) is zoned for public facility, park, and special uses, and 12% zoned for commercial and industrial uses. Commercial and regional medical uses are located along the Highway 1, Soquel Drive, 41<sup>st</sup> Avenue, and Soquel Avenue corridors, with additional commercial uses focused in Soquel Village and the Pleasure Point (lower 41<sup>st</sup> Avenue and Portola Drive) areas.



When the Project Area was established, Project Area activity was scheduled to end after 25 years, in 2012. In 2002, the Project Area Plan was amended to conform to changes in redevelopment law. As a result, the Agency now has until year 2027 to complete Project Area activities, and until 2037 to retire all debt. Project Area limitations are summarized in Table 1.

TABLE 1: PROJECT AREA LIMITATIONS	
Project Area Activity Time Limit	2027
Time Limit for Retiring All Debt	2037
Limit of Bonded Indebtedness	\$ 750,000,000
Outstanding Bonded Indebtedness as of June 30, 2009	\$ 220,680,000
Maximum Tax Increment Allocation	\$ 3,000,000,000
Tax Increment Allocated as of June 30 2009	\$ 330,946,560
Eminent Domain Authority	expired 1999



## POLICY BASIS

The Redevelopment Agency provides for regular input and involvement of the community in creation of community plans, development of program and project priorities, and implementation of specific projects. Additionally, through an annual public hearing on the Agency's proposed budget, community members have the opportunity to comment on program priorities and general direction and specific funding allocations. Through the Agency's ongoing public participation process, a wide range of programs have been developed to address blighted conditions in the Project Area. This document, therefore, reflects the input of a public process that has been underway for many years.

In addition to the Redevelopment Plan itself and the Implementation Plan, the most significant documents which guide the Agency's redevelopment efforts include:

- **The Santa Cruz County General Plan.** This document, which was last updated in 1994, establishes a broad range of land use, housing, and economic development policies and programs. The General Plan and accompanying EIR establish the need for expanded safety improvements and public facilities within the Project Area. Moreover, the General Plan directs future land uses by type and location in the Project Area. Lastly, this Plan includes a master plan for park, recreation, and community centers for the area.
- **The Santa Cruz County Housing Element 2000-2007.** The Housing Element of the Santa Cruz County General Plan was adopted by the Board of Supervisors in November 2006. The purpose of the Housing Element is to establish specific goals, policies, and objectives relative to the provision of housing, and to adopt an action plan to achieve these goals. In addition, the Housing Element identifies and analyzes housing needs and resources and the constraints involved in meeting these needs. In early 2010, the Board of Supervisors will consider adoption of the 2007-2014 Housing Element.
- **The Soquel Village Plan.** This plan, adopted in 1990 after extensive public workshops and discussions, includes a generalized blueprint for revitalization efforts in one of the Project Area's established commercial cores. The Soquel Village Plan includes a wide range of program and project recommendations.
- **The Pleasure Point Community Plan.** This plan was developed in response to community concern about the scale of newer development and other land use related issues in this coastal neighborhood. The County Board of Supervisors approved the plan as a planning document in August 2008. The plan has been shaped by a series of facilitated community planning workshops, the goal of which has been to develop community consensus regarding how to guide private development and public infrastructure in the area. The plan includes a series of recommendations related to standards and guidelines for new residential development, as well as recommendations for public improvements, and is planned to be implemented through county code amendments and re-zonings.

- **The County Capital Improvement Program (CIP).** This ongoing planning effort, which is subject to annual public input and comment, sets five-year goals for public improvement projects throughout the unincorporated County, including the Project Area. The CIP also identifies a long list of other capital project needs for which funding is not currently available. This unfunded list is used as a repository of information on future project options, which are then evaluated for possible future implementation.
- **Urban Forestry Plan.** Adopted in 1992, this plan establishes a general blueprint for addressing the need for aesthetic improvements throughout the Project Area. The Plan focuses primarily on major roadway corridors, key entryways into the community, and important commercial areas.
- **Housing Report: Recommendations and Program Guidelines.** Adopted by the Board of Directors in 1990, this report includes detailed programs guidelines, priorities, and criteria for the use of Low and Moderate Income Housing funds.

## RECENT ACCOMPLISHMENTS 2004-2009

### Initial Data Base and Special Studies:

Over the years, the Agency has provided funding for and/or participated in preparing a variety of basic resources necessary to allow well-planned redevelopment in the Project Area. These efforts have included updated aerial photo base and topographic mapping of the Project Area; the Urban Forestry Master Plan; the Soquel Village Plan; the Pleasure Point Commercial Area Plan; a parcel-based land use inventory; the Retail Business Market Study; and traffic studies for various areas in Live Oak and Soquel. Studies recently completed with Agency funding include the Pleasure Point Community Plan and the Live Oak Historic Resources Inventory Update. The Moran Lake Water Quality and Restoration Study was also completed by the Agency.

### Community Infrastructure/Public Safety Improvements:

Numerous community infrastructure/public safety improvements have been completed in the last five years, as part of the County's Capital Improvement Program. Projects undertaken with full or partial Redevelopment Agency funding, include the following:

- **Road improvements** such as curbs, gutters, sidewalks, and bike lanes throughout the Project Area, including portions of Brommer Street, Soquel Avenue, Soquel Drive, upper 7<sup>th</sup> Avenue, upper 30<sup>th</sup> Avenue (Portola Drive to Brommer Street), Portola Drive (24<sup>th</sup> to 26<sup>th</sup> Avenues), Kinsley Street, Capitola Avenue, West Walnut Street, Robertson Street, upper Porter Street, lower Chanticleer Avenue, upper 14<sup>th</sup> Avenue, and numerous sidewalk infill, pedestrian safety, signalization and pavement management projects.
- **Drainage improvements**, in addition to drainage improvements constructed as part of road improvements, including upper 35<sup>th</sup> Avenue, 16<sup>th</sup> Avenue, and Garden Street at 38<sup>th</sup> Avenue.
- **The East Cliff Drive Bluff Stabilization Project** is under construction in the Pleasure Point area.

- **Conceptual Plans for a series of coastal access projects** have been completed, including Twin Lakes Beach Front; East Cliff Drive from 9<sup>th</sup> to 12<sup>th</sup> Avenues; 17<sup>th</sup> to Palisades Avenues; and 32<sup>nd</sup> to 41<sup>st</sup> Avenues. Planning and engineering design work is underway on all of these projects.

Public Recreation Facilities and Other Community Facilities:

Work on public facilities has included parks and community centers, community facilities, and a new branch library:

- **Park Master Plans** have been prepared and planning is underway for parks in both Live Oak and Soquel. These include the Farm Community Center and Neighborhood Park in Soquel, Felt Street Park, Chanticleer Park, renovation of Floral Park, and Moran Lake Park improvements and habitat enhancements. Other existing park features have been upgraded, and land has been acquired for additional neighborhood parks.
- **The Simpkins Family Swim Center** and Live Oak Community Center was renovated to improve energy efficiency and to improve accessibility and safety.
- **The Live Oak Library** site was acquired, and a new library building was constructed in 2007.
- **The Animal Services Facility** on 7<sup>th</sup> Avenue was completely reconstructed in 2008 to create a modern facility and to address impacts related to a location in a residential neighborhood.
- **The Live Oak Resource Center** will provide a permanent location for both the Live Oak Family Resource Center and the Volunteer Centers of Santa Cruz County. A parcel on 17<sup>th</sup> Avenue near Capitola Road was acquired, and a new facility is now under construction and is expected to be completed in 2010.



Simpkins Family Swim Center

Neighborhood Beautification:

A graffiti removal program was established to remove graffiti from public improvements throughout the project area, and funding has been provided for other graffiti abatement efforts. Thousands of tags are removed annually.

Implementation of the Urban Forestry Program continues with dozens of new trees planted on portions of six major arterial streets as part of improvement projects on those streets.

Economic Development/Business Assistance:

The Agency's efforts to assist economic vitality in Live Oak and Soquel have provide continued support for greater communication both within the business community and between businesses and local government and support for other county-wide economic development planning efforts. These have consisted of participation in: the 2006 Business Retention and Expansion Survey, the Santa Cruz County Comprehensive Economic Development Strategy, and the Santa Cruz County Conference and Visitors Council 2009 Visitor Survey.

In addition, the Agency has acquired property and initiated early feasibility work for key development opportunity sites. This includes the 2006 acquisition of a future visitor-accommodations site on 7<sup>th</sup> Avenue at the upper harbor. Furthermore, Redevelopment staff is working closely with the County Planning Department to identify other "opportunity sites" for possible economic development projects within the Project Area and continues to provide planning assistance for key development proposals.

Housing:

In the spring of 1990, the Redevelopment Agency Board of Directors established the underlying policy basis for administering the Low and Moderate Income Housing Fund. Consistent with that program, the Agency, through the County Planning Department, is responsible for providing an array of programs and financing for a wide variety of projects. Agency-sponsored activities foster the development of new housing and the redevelopment of existing housing which provides long-term affordability to very-low, low and moderate income households. Since the Agency's inception, 1346 housing units in the unincorporated County have been assisted through these efforts.

Many of the Agency's housing programs have centered around partnerships with non-profit affordable housing developers, leveraging the Agency's funds with other public and private funding sources. In recent years, the following organizations have worked in partnership with the Agency:

- Mid- Peninsula Housing Coalition
  - Villa del Paraiso – 51 apartment rentals for very-low income households
  - Parkhurst Terrace – 68 apartment rentals for very-low and low-income households
- South County Housing
  - Seacliff Highlands – 39 apartment rentals for very-low and low income households
  - Pleasant Acres Mobile Home Park – 64-unit mobile home park conversion to non-profit ownership, infrastructure improvements, and mobile home change outs
  - Pacific Family Mobile Home Park – 34-unit mobile home park conversion to non-profit ownership, infrastructure improvements, and mobile home change outs
- Santa Cruz Community Counseling Center
  - Freedom Cottages and Tyler House (formerly Above the Line) – 7 residential care affordable cottages
  - Transitional Housing Placement Plus (THP+) Program – housing for former foster youth
- Community Action Board/Gemma – transitional housing for women leaving Blaine Street Jail

- County Health Services Agency
  - Wheelock Residential Board and Care Facility - 3 units, totaling 15 beds, for psychiatrically disabled adults

Agency-assisted housing projects have benefited a cross-section of area residents living in a wide range of housing types, and future projects are proposed to follow a similar distribution. Units assisted to date are distributed as follows:

- Family Apartments – 26%
- Farm worker Units – 12%
- Home Ownership Projects – 23%
- Mobile Home Units – 21%
- Senior Apartments – 11%
- Special Needs Housing – 7%

#### IV. GOALS AND OBJECTIVES

The overall redevelopment efforts underway in the Live Oak and Soquel areas are based on goals and objectives, which have been developed and refined in response to years of input received through the public participation process, including recent community workshops held during the development of this plan. The goals and objectives are generally organized based on the broad categories of Agency programs: Community Enhancement, Economic Development, and Housing. There is some overlap between goals and common objectives for each of these programs. For example, common objectives include identifying and establishing partnerships to achieve the goals, as well as leveraging Agency funds and using sustainable design and building practices.

#### COMMUNITY ENHANCEMENT

**Goal #1: Protect and enhance the existing residential neighborhoods throughout the Project Area.**

Objectives:

- i Address traffic and public safety deficiencies through planning and financing needed street, intersection, sidewalk, drainage, and bikeway improvement projects, where appropriate, in a fashion which complements neighborhood character.
- ii Protect and enhance the character of residential neighborhoods through:
  - Completing improvements to the arterial road system to discourage cut-through traffic in neighborhoods and, when appropriate, developing and implementing strategies to improve traffic patterns and protect neighborhoods.
  - Encouraging appropriate site and building design of in-fill development, including utilization of energy efficiency measures and green building features for all Agency-assisted activities.
  - Implementing streetscape improvements, where appropriate.
  - Implementing traffic calming measures, where appropriate.
  - Assisting in implementation of the County’s Pavement Management Plan.
  - Completing drainage improvements and riparian enhancement, where appropriate.

- Utilizing sustainable green building practices, such as Storm Water Best Management Practices and/or Leadership in Energy and Environmental Design (LEED) in all Agency projects.
- iii Acquire and develop appropriately-located parks, which provide multiple uses for all age groups.
- iv Provide and expand safe access to parks, schools, and commercial areas through construction of pedestrian and bicycle access improvements.
  - Assist in funding planning studies, as needed, to identify comprehensive approaches for neighborhood access.
- v Improve the existing housing stock, increase neighborhood stability, and reduce residential overcrowding by encouraging housing rehabilitation. Protection of existing affordable housing by promoting resident-owned housing and by encouraging improved rental opportunities in a manner which complements neighborhood character.
- vi Discourage the loss of residential use housing stock by discouraging conversion of housing to vacation rentals.

**Goal #2: Enhance connections between neighborhoods and local commerce, education, culture, recreation, and employment centers to strengthen the overall sense of community.**

Objectives:

- i Encourage use of major roadways for through-traffic by planning and funding the needed street, intersection, sidewalk, drainage, and bikeway projects that address public safety and traffic congestion while buffering adjacent land uses.
- ii Work collaboratively with existing public and private entities to encourage community partnerships to foster shared use of playing fields, gymnasiums, and other community facilities.
- iii Provide key pedestrian and bikeway linkages among residential neighborhoods, schools, business areas, parks, coastal beaches, and other public facilities.
- iv Acquire and develop sites for community recreational opportunities, including community playing fields and other similar facilities.
- v Acquire and develop sites for public and community facilities.
- vi Identify and work with owners of under-utilized sites that can serve as community focus sites, plazas, and gateways designed to provide an enhanced sense of community and to improve the community character.
- vii Continue to implement a streetscape program (including lighting, street trees, signage, and graffiti abatement) which enhances the character of major roadway corridors, key community entryways, commercial areas, and residential neighborhoods.
- viii Encourage the protection and enhancement of, and public access to, riparian areas, lagoons, beaches, and other open spaces.
- ix Encourage public access to Project Area beaches, recognizing their special status as providing public access to the Monterey Bay National Marine Sanctuary (MBNMS) and the MBNMS Scenic Trail, and ensure that such access minimizes adverse neighborhood impacts.

- x Utilize sustainable building practices, such as Storm Water Best Management Practices and/or Leadership in Energy and Environmental Design (LEED) in appropriate Agency projects.

**Goal #3: Encourage the cooperative development of diverse programs, facilities, and opportunities for area residents, including all economic, cultural, special needs, and age groups.**

Objectives:

- i Encourage participation of all sectors of the community in setting and implementing the Agency's program and project priorities.
- ii Work collaboratively with existing public and private entities to foster partnerships to fund and provide necessary facilities and services to meet the community's recreational, employment, health and human services, and public safety needs.
- iii Ensure that public facilities are developed to accommodate and encourage use by all sectors of the community.
- iv Assist in creating opportunities for area residents to participate in making decisions affecting their community and to take responsibility for addressing community problems through support of community groups and volunteer projects and programs.

## ECONOMIC DEVELOPMENT

**Goal #4: Support revitalization of the Project Area's small business areas.**

Objectives:

- i Address traffic and public safety issues through planning and funding needed street, intersection, sidewalk, drainage, and bikeway projects that enhance the unique character of these areas.
- ii Support opportunities for expanded public parking for small business core areas through private-public partnerships and other arrangements, which result in the acquisition and development of appropriately-located public parking facilities and related amenities.
- iii Provide planning and funding for special aesthetic improvements to address current unsightly conditions, including dilapidated buildings and derelict properties, and to foster a unique character and identity for neighborhood commercial and small business core areas.
- iv Provide incentives to retain, expand, and attract businesses in core areas as allowed in the County land use plans.
- v Encourage strong participation in small business associations and related business promotional activities.
- vi Where appropriate, encourage mixed-use developments that provide housing as part of commercial areas to increase vitality and activity in business areas.
- vii Encourage and support the use of sustainable design and building practices, such as Storm Water Best Management Practices and/or Leadership in Energy and Environmental Design (LEED) in appropriate Agency projects.

**Goal #5:** Strengthen the overall local economy and economic vitality within the Project Area by expanding the retail base and visitor accommodations, generating diverse employment opportunities, and enhancing revenues to local government to fund local services.

Objectives:

- i Prepare studies and develop strategies to help stimulate economic activity within the Project Area to provide quality jobs and new revenues to local government.
- ii Provide planning and infrastructure to encourage development of economic opportunity sites.
- iii Participate in site assembly and financial assistance for development projects that address local needs.
- iv Provide business and development assistance to business and property owners of commercial and industrial sites by serving as a resource for information and by fostering communications and partnerships between existing businesses, business associations and public and private entities.
- v Support business development including business attraction and expansion efforts that generate new employment opportunities and new revenues for local government.

## HOUSING

**Goal #6:** Support the creation and preservation of diverse housing opportunities throughout the unincorporated area of the County and implement the goals of the County's Housing Element.

Objectives:

- i Improve the existing housing stock, increase neighborhood stability, and reduce residential overcrowding by encouraging housing rehabilitation and protection of existing affordable housing by promoting home ownership and by encouraging improved rental opportunities.
- ii. Provide for the creation and preservation of diverse housing types as well as diverse ownership and rental opportunities to ensure availability and affordability of housing to serve all sectors of the community including, but not limited to, seniors, individuals, large families, persons with physical, developmental, and psychiatric disabilities, female heads of household, and people who are homeless.
- iii. Support the development of appropriately-located new affordable housing opportunities, and inclusion of services, as appropriate.
- iv Encourage improved rental opportunities and assist community residents to live in stable rental housing.
- v Encourage mixed-use housing opportunities.
- vi Encourage home ownership by low and moderate income households.
- vii Recognize the unique role and importance of farm worker housing in the community.



COMMUNITY ENHANCEMENT – ECONOMIC DEVELOPMENT – HOUSING

**Goal #7:** Maximize the effectiveness of Agency funds by working collaboratively and in partnership with other public and private entities and attracting other revenue resources, as appropriate.

Objectives:

- i Leverage Agency funds with those contributed by private investment obtained from state, federal, and grant sources.
- ii When feasible, use community and neighborhood assistance to implement projects and programs.
- iii Participate in public/private partnerships to achieve Agency goals and objectives.

Table 2 illustrates the relationship between this Plan's goals and objectives and the elimination of blight in the Project Area, as required by the Community Redevelopment Law:

TABLE 2: SUMMARY OF RELATIONSHIP OF ELIMINATION OF CONDITIONS OF BLIGHT AND PLAN GOALS AND OBJECTIVES							
Goal Conditions Addressed	#1	#2	#3	#4	#5	#6	#7
STRUCTURAL BLIGHT							
Deterioration and dilapidation	•	•	•	•	•	•	•
Defective design and character of physical construction	•	•	•	•	•	•	•
Faulty interior arrangement and exterior spacing	•		•	•	•	•	•
Overcrowding	•		•	•		•	•
Inadequate provision for light, ventilation, and open spaces	•			•		•	•
Age, obsolescence, deterioration, dilapidation, mixed character, or shifting uses and vacancies	•			•	•	•	•
NON-STRUCTURAL BLIGHT							
Lots of irregular form and shape and inadequate size	•			•	•		•
Inadequate public improvements, facilities, open spaces, and utilities	•	•	•	•	•	•	•
Traffic circulation; curbs, gutters, sidewalks, and street paving	•	•		•	•	•	•
Drainage	•	•		•	•	•	•
Parks and community centers	•	•	•				•
Libraries		•	•				•
Parking	•	•					•
Depreciated values and impaired investments	•		•	•		•	•
Economic maladjustment (vacancies, undeveloped, and under-developed properties)		•		•	•	•	•

## V. PROGRAMS AND PROJECTS

The first 22 years of the Redevelopment Agency has included demonstrable success throughout the Project Area with the addition of new facilities, critical infrastructure, and economic development support. As we enter the next phase of the work of the Redevelopment Agency, two key areas will be critical to the success of the Agency and its contribution to the community: partnerships and sustainability. Key opportunities exist to leverage the investment of the Agency with community institutions and organizations to further the shared goals of blight removal and enhancement for the Project Area. To achieve these common goals, the Agency will need to continue to develop models of sustainability that promote protection of natural resources as well as viable financial strategies that will ensure the long-term success of all its investments.

In order to highlight the pillars of partnerships and sustainability, six key categories for targeted investment are discussed in the Five-Year Implementation Plan. These categories reflect community priorities while also placing the Agency's investments within a framework to highlight the continued efforts of the Redevelopment Agency to remove blight. The categories are:

- Public safety
- Public Recreation, Cultural Facilities and Activities for Young People
- Economic vitality
- Affordable housing
- Safe routes for walking and biking
- Infrastructure support

### PUBLIC SAFETY

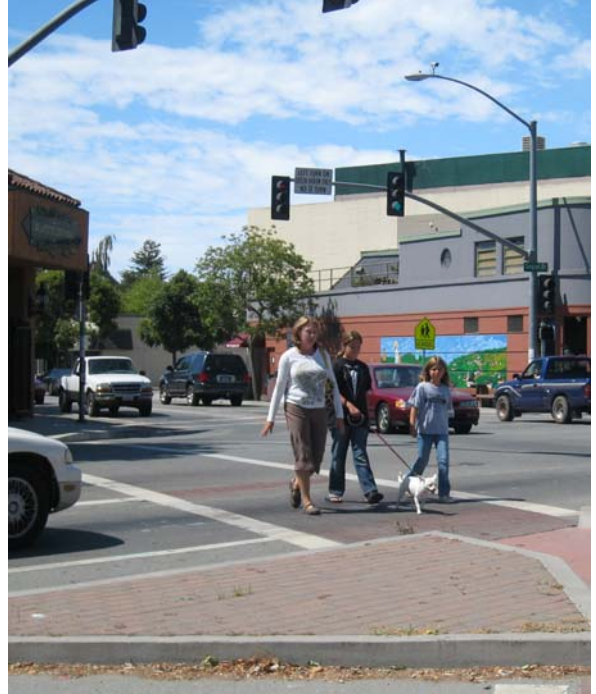
As the most urbanized area within the unincorporated area of Santa Cruz County, Live Oak and Soquel represent the central core population. Public safety services are performed by the County Sheriff, fire protection is provided by the Central Fire District, and the California Highway Patrol is responsible for traffic enforcement for this population of more than 33,000 residents.

Past investments in the district have included acquiring a Sheriff's Office community service center located on 17th Avenue, financial support for the Graffiti Abatement program, and numerous investments in removing blighted structures and building new facilities.

As a large urban area, the Project Area does not enjoy the same level of law enforcement services as its neighboring cities of Santa Cruz and Capitola. Approximately 30% of all the calls to the Sheriff's Office originate from Live Oak and Soquel, and the substation has four staff positions and numerous volunteers to meet the needs of the community. Comparatively the City of Santa Cruz has one officer per 604 residents, Capitola has one officer per 433 residents, and the Santa Cruz Sheriff's Office, serving the entire unincorporated area, has one officer per 819 residents.

The Project Area has comparable levels of reports of crime as its neighboring cities but considerably less resources. In spite of the large number of calls generated, the main Sheriff's Office is located in the County Government building in the City of Santa Cruz. Calling deputies from the main office slows response time and contributes to a lack of law enforcement presence within Live Oak and Soquel.

Upon suggestion of community members and in consultation with the Sheriff, the relocation of the County's Sheriff's Office into the Project Area would improve community policing, service coverage and response times in the mid-county unincorporated area. A possible relocation of the Sheriff's Office may also facilitate the growth of the Sheriff's Athletic League in the mid-county. These activities have the ability to strengthen other Agency investments into activities for young people in the Project Area that are described else where in this report. In partnership with the Sheriff's Office, the Agency will study the feasibility of moving the Sheriff's Office into Live Oak to better meet the needs of the Live Oak and Soquel communities and improve operations for the Sheriff's Office by centrally locating its facility. Agency efforts could include acquiring a site, preparing development plans, and constructing a new facility, as appropriate.



Soquel Village

Improving accessibility of fire protection services is also possible in partnership with the Central Fire District. Currently the Soquel Village Fire Station is sited within the Soquel Creek floodway and has suffered losses during natural disasters. The fire station's location in the center of Soquel Village has regularly led to increases in response times due to traffic congestion. The Fire District is currently seeking to identify a new location in Soquel to improve response times and remove its location within the flood plain to better serve the community. Agency efforts could include possible acquisition of the Soquel Village Fire Station, offering the opportunity to address public access, parking, and commercial revitalization needs of this quadrant of Soquel Village.

Public health is also a public safety priority. While the Project Area is home to two hospitals in the northern section of the Project Area, there are no medical clinics and/or other health-related facilities on the south side of Highway 1. Future Agency efforts may include support for the siting of new medical facilities through studies and/or partnership with community based organizations.

## PUBLIC RECREATION, CULTURAL FACILITIES AND ACTIVITIES FOR YOUNG PEOPLE

An integral part of the Agency's activities includes working with the Parks Department to provide public recreation facilities for Project Area residents. New and enhanced public recreation facilities are needed to address a long-standing shortage of public recreation and cultural facilities in the Project Area and to meet the needs of the area's diverse and expanding population. This ongoing

program provides for acquisition, planning, and development of a variety of new and expanded public recreational and cultural facility opportunities. The Agency will continue to develop partnerships with other agencies and organizations to collaboratively provide recreational and cultural programs and other activities within the community.

Specific park projects to be implemented in the next five years includes completion of those currently under design: Chanticleer Avenue Park (development), Felt Street Park (development), Soquel Community Center and Neighborhood Park at the Farm property (development), Floral Park (renovation), Moran Lake Park (renovation and habitat improvements), and coastal access and parking improvements along East Cliff Drive in Pleasure Point and along East Cliff Drive at Twin Lakes State Beach. Specific new park projects in the next five years may include, but are not limited to, Anna Jean Cummings Park (field and other improvements), Rodriguez Street Park (acquisition and possible development), Moran Way (development), and Soquel Creek linear park at the Heart of Soquel (possible acquisition and development). The Agency may also acquire other park sites identified in the County General Plan.

The Agency may partner with the State of California on other improvements to Twin Lakes Beach, including Schwan Lake and surrounding lands, as appropriate. Cost saving design and maintenance is critical to the long-term ability of the County to maintain a growing number of parks and recreational facilities to serve the community. Water and energy conservation enhancements for parks will be studied in conjunction with the Parks Department and, as appropriate, implemented in both existing and new park facilities. In addition, consolidation of parks maintenance into a single mid-county facility at Brommer Yard or another location maybe studied and improvements implemented, as appropriate.

In response to the need for facilities directed at providing safe and affordable year-round recreational and educational activities for youth, the Agency plans to study opportunities for partnerships with the Parks Department, school districts, community based organizations, and other public agencies to provide expanded youth facilities and other indoor and outdoor youth-oriented recreational activities. New facilities for youth help improve enrichment opportunities for young people and promote a healthy community. They play a useful role in enhancing public safety by offering alternatives for young people, especially after school hours. Agency participation in such partnerships in the next five years may include, but is not limited to, studies, acquisition, and development of these facilities.

## ECONOMIC VITALITY

Encouraging and stimulating economic activity, business development, and private investment in the Project Area is key to a successful redevelopment strategy. A strong economy is fundamental to the quality of life of residents, the health of local business activity, job generation, and the ability of local government to secure the revenues required to provide necessary services.

If private sector jobs and investment are lost or go elsewhere, the local economy declines. The results are rising unemployment, higher social costs, decreasing local retail sales, falling local revenues, and deteriorating services and infrastructure. To prevent and reverse this social and

physical deterioration, it is important that the competitive economic position of the Project Area is enhanced and continues to grow in a sustainable manner. The Agency will seek to encourage business attraction and growth and build a positive business climate. The Agency will also continue to pursue activities which help generate revenue to support local government services, promote private investment and revenues, create jobs, and strengthen the community.

### Strategies and Studies to Stimulate Economic Vitality and Job Creation

Encouraging appropriate private investment in the Project Area that generates revenues, creates jobs, and contributes to community vitality requires the development of a new strategic vision to guide economic development efforts. This should be developed with consideration of the values of the community and implemented with an understanding of the needs and requirements of the local business sectors, market, and the workforce in the area.

In the next five years, the Agency will develop a strategic plan and actions to guide economic development efforts. Efforts will be focused on commercial development and businesses opportunities in the Project Area. Based upon an understanding of retail, hotel, and other business sector development opportunities, the Agency will also work to identify, plan for and encourage development of key opportunity sites, including Agency owned properties. The Agency will continue to participate in and prepare studies related to identifying economic development opportunities and related infrastructure needs, including but not limited to:



Pleasure Point

- New market and consumer market analysis in order to identify appropriate retail, business, and service development opportunities.
- Market analysis for visitor-serving accommodations and identification of opportunity sites within the Project Area.
- Contribute to the annual update to the Santa Cruz County Comprehensive Economic Development Strategy, as appropriate.
- Traffic analysis of existing and future circulation needs for key commercial corridors including Soquel Drive, Soquel Avenue, and upper 41<sup>st</sup> Avenue.
- Business Retention, Expansion and Attraction Survey for Project Area businesses to identify and evaluate current impediments and possible incentives to private investment, such as permit streamlining and a variety of business assistance programs.
- Support Planning Department efforts to identify, study, and master plan the development and/or redevelopment of retail and hotel opportunity sites in order to encourage appropriate commercial use of these sites, including application of the Planned Unit Development ordinance and mixed-use development, as appropriate.
- Support Planning Department efforts to study and implement strategies to streamline permits for commercial and industrial development.

- Further assessment of the role of business clusters as drivers of the local economy, and opportunities for further growth of these clusters to enhance jobs and promote economic vitality.
- Assessment community needs for skills and job training and development of partnerships, as appropriate, to address those identified needs.

#### Public Parking and Facilities

A lack of convenient parking in core commercial areas can adversely affect business activity and economic growth in the Project Area. The parking facilities program assists in alleviating parking deficiencies in key commercial areas where business activity can be strengthened as a result of more accessible and convenient parking. In addition, public squares or plazas in commercial areas can attract customers and businesses which can enhance community and economic vitality. This program includes the acquisition and development of parking lots and the creation of new parking, and, as appropriate, public plaza opportunities in the Project Area. Specific projects in the next five years may include, but are not limited to, planning and development of shared parking opportunities in Soquel Village at the Heart of Soquel and in the area surrounding the Soquel Fire Station, the upper 41<sup>st</sup> Avenue commercial area, and in the Pleasure Point business area.

#### Business Assistance:

As an important component of the Agency's economic development strategy, the Agency will work closely with the business community to identify strategies to retain, expand, and attract businesses to the Project Area. These efforts involve:

- Foster communication within the business community and between the businesses and local government, and include staff participation in appropriate business associations.
- Implement recommendations resulting from the Business Retention, Expansion and Attraction Survey described above.
- Recognize that an important part of the Project Area's economic activity is supported by tourist visits to the region's coastal resources. Develop and implement new strategies focused on enhancement of business areas to promote economic vitality and improve attractiveness. These may include, but are not limited to, the façade improvement program, signage improvement program, way-finding signage program, and other commercial area improvements.
- Use available tools to retain local jobs and provide incentives for attracting diverse job opportunities.
- Partner with the Workforce Investment board, Small Business Development Center, educational institutions and community-based organizations to identify and support opportunities to train a successful and qualified workforce for local business.
- Participate in other business assistance programs, as appropriate.

#### Development Assistance:

There are a number of major development opportunity sites in the Project Area. To help ensure that new development on these key sites meets the needs of the community, the Agency will continue to work with property owners to identify development potential within the Project Area and to explore innovative strategies to encourage investment in business areas. If Agency development

assistance is needed, Agency involvement will be targeted to projects which meet identified needs and which would not otherwise be financially feasible. Assistance may include technical and planning studies, permit processing, site assembly, site improvements, equipment financing, and/or off-site infrastructure.

In order to achieve transparency with any investment for economic development, guidelines should be developed that promote both transparency and accountability. Guidelines should be developed that document public benefits of investments, and accountability standards should be created that set clear benchmarks of performance in exchange for public investment. These standards should include enforceable methods that ensure that commitments of public returns are verifiable, transparent and include provisions for reimbursement if commitments are not met.

## HOUSING

### Agency's Housing Production Plan

Consistent with the Agency's Housing Program Guidelines adopted by the Board in 1990, during the coming five-year period, the Agency will assist a wide range of affordable housing projects within the Project Area and throughout the unincorporated County. Agency assistance will continue to provide for a variety of housing types ranging from small studio units to mobile homes, family sized rental units to single family dwellings, and to involve an array of strategies as further discussed below:

- **Development of New Affordable Units**  
The Agency will continue its involvement in the development of new affordable housing through acquiring development sites and collaborating with developers to construct new units. Current short term projects include:
  - Construction of 19 units as part of Canterbury Park, located off McGregor Drive near Seacliff Village.
  - Purchasing permanent affordability covenants for 45 units at the Swan Lake Condominium Project.
  - Development of mixed-use commercial/residential projects on appropriately zoned properties.
  - Continued pursuit of other potential sites and projects as opportunities arise.
  - Affordable housing opportunities on properties re-zoned for "by right" development with 20 unit/acre density and a minimum of 40% affordability, including the potential for senior projects.
  - Construction of the 88-unit Minto Rd. project involving very low and low income rental housing for families.
- **Housing Rehabilitation**  
Within the Project Area and throughout the unincorporated County, there are a large number of substandard, dilapidated, and overcrowded housing units that contribute to area blight.

- The Health Department will complete Phase II renovation of the Agency-assisted Wheelock project. This is a 3-unit project, which includes a total of 15 beds that are permanently affordable and available to serve psychiatrically disabled homeless adults.
- The Agency will continue county-wide efforts to upgrade and improve existing owner-occupied senior and rental housing stock, including farm worker housing, and the continuation of the Mobile Home Rehabilitation Program.
- Resident, Non-Profit, and/or County Acquisition of Property:  
A substantial number of residents currently living in rental housing and mobile home parks have expressed a strong desire for resident or non-profit purchase and control of property currently leased or rented. In addition, County acquisition of residential units can also help address special housing needs in the community.

- The Agency will continue to assist mobile home park and apartment residents in resident and non-profit purchase projects that incorporate long-term affordability restrictions, including resale price restrictions, and are financed in conjunction with state, federal and other funding programs.
- The Agency anticipates providing limited financial assistance and technical support to assist in privately-financed resident purchase projects throughout the county.
- The Agency will work closely with other County departments to explore the potential for County acquisition of properties to serve special housing needs in the community.



Corralitos Creek Townhomes

- Local Matching Funds  
Typically, Agency-assisted projects involve other federal, state, and private funding sources. During the next five years, the Agency will continue to leverage its Low and Moderate Income Housing Funds as opportunities present themselves by providing local matching funds to help attract outside housing subsidy funds to affordable housing projects.
- Affordable Housing Preservation Program  
Throughout the unincorporated County, the Agency will continue to monitor the potential loss of affordable units with expiring affordability. Program initiatives include:
  - Providing financial assistance to preserve long-term unit affordability for Section 8 projects or any other projects with expiring subsidies.
  - Continued implementation of the Affordable Housing Preservation program to maintain affordability restrictions on units that are at risk due to expiration of affordability restrictions and due to foreclosure.



- **First Time Home Buyer Loan Program**  
The Agency will continue its program to assist low and moderate income first time home buyers although state law does not allow the Agency to count single family units assisted under this program toward its production requirements.
- **Mobile Home Change-Out Program**  
The Agency will continue this program established in 2007 to assist low and moderate income mobile home owners to replace older mobile homes in mobile home parks with new manufactured homes. However, this program will be subject to potential revisions in response to market conditions. These units are considered substantial rehabilitation and are counted toward the Agency's production requirements.
- **Special Needs Housing Program**  
The Agency will continue to work with other County departments and community agencies to identify affordable housing opportunities for special needs populations, including but not limited to: seniors and individuals, large families, persons with physical, developmental, and psychiatric disabilities, female heads of household, people who are homeless, and former foster care youth.

## SAFE ROUTES FOR BIKING AND WALKING

In the past, traffic and safety improvements had not kept pace with the Project Area's population growth. As a result, congestion combined with inadequate infrastructure and poor circulation patterns contribute to Project Area blight. The traffic and safety program will continue to provide vehicular, pedestrian, and bicycle improvements to facilitate traffic flow and enhance public safety especially for pedestrians and bicyclists.

A number of opportunities exist to provide direct bicycle and pedestrian connections through parks, along the railroad corridor, and over Highway 1 as alternatives to automobile use. Pedestrian and bicycle projects in the next five years could include partnership opportunities with the Regional Transportation Commission on the creation of a "rail-trail" project along the rail corridor through Live Oak. Likewise the City of Santa Cruz is developing a pedestrian and bicycle path through Arana Gulch to connect Live Oak and Santa Cruz. Both of these efforts will be monitored by the Agency, and new partnership activities will be investigated. Community members remain interested in the construction of a pedestrian bridge over Highway 1 at Chanticleer Avenue, and the Agency will monitor and advocate for this amenity to be completed. The Agency will also pursue sidewalk in-fill projects and continue funding participation in the Department of Public Works Pavement Management Program.

These efforts to promote bicycle and pedestrian connections will help strengthen neighborhoods and will be linked to economic development efforts where appropriate. Agency support will help create livable and scalable neighborhoods that encourage neighborhood interaction and less reliance on the automobile for the fulfillment of basic needs.

## INFRASTRUCTURE SUPPORT

Agency efforts to upgrade existing neighborhoods and business areas involve beautification projects which can make significant improvements to the character of the community, often foster community participation and encourage private investment. The ongoing Urban Forestry Program coordinates and finances street tree planting and associated landscape improvements within the public rights-of-way as well as on private property along public rights-of-way. The ongoing graffiti abatement program funds graffiti removal from public facilities in the Project Area and supports other volunteer graffiti removal programs. These programs utilize County staff and volunteers.

Other projects which the Agency may participate in during the next five years include: facilitating the utility companies and affected property owners with Rule 20A undergrounding projects, supporting new graffiti abatement programs, and supporting County Planning Department efforts to abate dilapidated buildings and cleanup neglected properties. Additional efforts may be taken to identify and improve key gateways in the Project Area, and explore opportunities for other projects and programs which provide community enhancements. Efforts may also be taken to study options in conjunction with the Public Works Department to improve the Brommer Yard in order to address functional, visual and/or environmental site conditions that impact the surrounding area.

### Traffic Safety

In addition Agency projects include construction of curbs, gutters, sidewalks, bike lanes, medians, signalization, traffic calming measures, street tree and streetscape improvements, paving on county roads, and other projects identified in the County's Capital Improvements Program and General Plan. For a list of completed projects, see Appendix A, Table A-1. Furthermore, the Agency will continue to assess the need for and feasibility of other traffic, signalization, and safety improvements in the Project Area and participate in such projects as warranted.

Remaining arterial and collector streets which have not been previously improved and will undergo improvements over the next five years include the following projects now under design: Soquel Avenue, Eaton Street, East Cliff Drive (5<sup>th</sup> to 12<sup>th</sup> Avenue), East Cliff Drive (17<sup>th</sup> to 32<sup>nd</sup> Avenue), East Cliff Drive (32<sup>nd</sup> to 41<sup>st</sup> Avenue), and Cabrillo College Drive. Additional specific arterial and collector streets, or portions thereof, which may undergo improvements over the next five years include: the east side of 30<sup>th</sup> Avenue (Portola Drive to Scriver Street), Soquel Drive, upper Porter Street/Soquel San Jose Road, Main Street, Wharf Road, 26<sup>th</sup> Avenue, 38<sup>th</sup> Avenue, Capitola Road Extension, Mattison Avenue, Maciel Avenue, Portola Drive east of 41<sup>st</sup> Avenue, and portions of Brommer Street, including from 7<sup>th</sup> Avenue west to the upper Santa Cruz Harbor.

Local streets, or portions of these streets, serving primarily residential neighborhoods will undergo improvements over the next five years. These include: Thompson Avenue, Harper Street, El Dorado Avenue, 40<sup>th</sup> Avenue, Bulb Avenue, and Webster Street.

### Community Planning and Design

Planning, technical studies, and community design studies are important tools which define the long-term vision of the community and assist the Agency in successfully integrating Agency projects with other public and private development. These efforts are also an important tool to encourage

private investment and development in the Project Area. Over the next five years, the Agency will work closely with the Department of Public Works to continue to develop plan lines for Project Area roads, assist the Planning Department in preparing community design plans and other community-based planning efforts, and fund other studies that may be needed for redevelopment and related projects. The Agency will strive to ensure that the diversity of the community is represented in planning efforts for the future of Live Oak and Soquel.

#### Drainage, Flood Control and Water Quality

Most of the road projects described above incorporate drainage improvements. In addition, there are a number of inadequate drainage facilities throughout the Project Area which contribute to poor water quality and blighted conditions. In an ongoing effort to prevent flooding and damage to public and private property, the Agency will continue to provide financial assistance to storm water planning and specific drainage, water quality, and flood control improvements within the Project Area.

The Agency will seek to use new and innovative storm water practices both in site-specific projects and in common infrastructure projects. For common infrastructure projects, such as neighborhood/regional storm water removal, such practices could include, but are not limited to, bio-retention areas, filters (including gravel and organic filters), surface and perimeter filtration areas, vegetated swales, and wetlands, as applicable. For site-specific projects, such as buildings and parks, low impact development practices shall be incorporated in the site planning and design process, including leaving undisturbed pervious areas, and the use of vegetated filter strips, grass channels, retention areas, and permeable pavements.

Specific drainage and water quality projects may include Soquel Drive between Hardin Way and Cunnison Lane and drainage improvements for areas along Soquel Avenue near Mattison Lane. The Agency will also work with the Public Works Department to complete the update to the Flood Control and Water Conservation District Zone 5 Master Plan currently underway, and to implement projects identified in both that plan and projects identified in the County's Storm Water Management National Pollution Discharge Elimination Program. In conjunction with Zone 4 Flood Control and Water Conservation District and the efforts of that agency to implement projects identified in the Integrated Regional Water Management Plan, the Agency will support appropriate stream enhancement, water quality, and sediment reduction improvement projects that address water quality and water supply needs of the Project Area. Portions of Soquel are located within the flood way and flood plain of Soquel Creek. In order to improve safety and viability of the Soquel area, in the next five years, the Agency may also study and implement flood control improvements.

#### RELATIONSHIP TO BLIGHT

The purpose of the programs and projects presented in this Plan is to address the conditions of blight in the Project Area. Table 3 illustrates the relationship between this Plan's programs and projects and the alleviation of blight in the Project Area, as required under Community Redevelopment Law. The program areas of Public Safety, Public Recreation, Cultural Facilities and Activities for Young People, Safe Routes for Biking and Walking and Infrastructure Support are all included under the category of Community Enhancement.

TABLE 3: SUMMARY OF RELATIONSHIP OF ALLEVIATION OF CONDITIONS OF BLIGHT AND PLAN PROGRAMS AND PROJECTS			
STRUCTURAL BLIGHT			
Conditions Addressed	Community Enhancement	Economic Development	Housing
Deterioration and dilapidation	•	•	•
Defective design and character of physical construction	•	•	•
Faulty interior arrangement and exterior spacing		•	•
Overcrowding			•
Inadequate provision for light, ventilation, and open spaces	•	•	•
Age and obsolescence	•	•	•
NON-STRUCTURAL BLIGHT			
Lots of irregular form and shape and inadequate size	•	•	
Inadequate public improvements, facilities, open spaces, and utilities	•	•	•
Traffic circulation, curbs, gutters, sidewalks, and street paving	•	•	•
Drainage, water quality, and flooding	•	•	•
Parks/community centers	•		
Libraries	•		
Parking	•	•	
Depreciated values and impaired investments	•	•	•
Economic maladjustment (vacancies, undeveloped, and under-developed properties)	•	•	•

PROJECTED EXPENDITURES

Funding for these programs is provided through tax increment revenue and bond proceeds. The Agency has bonded on average once every three years. It is anticipated that there will be two new bond issues during the next five years although the size and timing of future bond issues will be subject to growth in the assessed value of Project Area property and bond market conditions. Table 4 shows estimated expenditures for the next five years, as required by the Community Redevelopment Law:

TABLE 4:  
ESTIMATED PROGRAM EXPENDITURES  
JANUARY 1, 2010– DECEMBER 31, 2014

Program Expenditures *	2010	2011	2012	2013	2014
Community Enhancement and Economic Development	18,500,000	16,000,000	17,500,000	18,250,000	18,750,000
Affordable Housing	13,745,000	14,185,000	10,040,000	5,990,000	7,930,000

\* These are estimates of expenditures by program area for planning purposes and are not intended to bind the Agency to specific financing limitations or require Implementation Plan amendments if actual expenditures differ from these estimates

## CONCLUSION

This Implementation Plan for the Live Oak/Soquel Project Area represents the works of hundreds of hours from Redevelopment Agency staff and input from hundreds of community members within the Project Area. It sets out the aspirations of the County’s Redevelopment Agency to remove blight and strengthen the Live Oak and Soquel communities. Many of these projects will involve the participation of community members to help inspire and direct the completion of projects. Through the combined leadership of the Agency and the community, we will build a stronger Soquel and Live Oak.

**APPENDIX A: PAST AGENCY ACCOMPLISHMENTS 1987 - PRESENT**

**CAPITAL IMPROVEMENT PROJECTS AND PROGRAMS COMPLETED TO DATE**

Since its inception, Agency funds have been used for an array of capital projects and programs. Table A-1 provides details on the projects and programs in which the Agency has participated. As Table A-1 shows, the Agency’s activities have focused in five general areas: 1) capital improvement projects, 2) economic vitality projects and programs, 3) special studies/programs and community design, 4) properties acquired, and 5) urban forestry and streetscape planting projects.

TABLE A-1: REDEVELOPMENT CAPITAL PROJECT ACTIVITIES COMPLETED TO DATE LIVE OAK AND SOQUEL PROJECT AREA	
CAPITAL IMPROVEMENT PROJECTS	
<b><u>Parks and Community Facilities:</u></b>	
<ul style="list-style-type: none"> <li>• Twin Lakes Park</li> <li>• Willowbrook Park</li> <li>• The Hook Beach Parking Lot &amp; 41<sup>st</sup> Avenue Pedestrian Access</li> <li>• Animal Services Facility</li> <li>• Upper Soquel Creek &amp; Main Street Pedestrian Bridges</li> </ul>	<ul style="list-style-type: none"> <li>• Live Oak Sheriff Center on 17th Avenue</li> <li>• Anna Jean Cummings Park</li> <li>• Hestwood Park</li> <li>• Simpkins Swim Center/Live Oak Community Center</li> <li>• Interim &amp; New Expanded Live Oak Library</li> <li>• Jose Avenue Park &amp; Harper Court Pedestrian Bridge</li> </ul>
<b><u>Drainage Improvements:</u></b>	
<ul style="list-style-type: none"> <li>• Avenues Drainage Project (Phases 1 &amp; 2)</li> <li>• Mission Drive Drainage Improvements</li> <li>• Winkle Avenue/Prather Lane Park Drainage</li> <li>• Garden &amp; 38<sup>th</sup> Avenue Drainage and Sidewalk Infill</li> <li>• 17<sup>th</sup> Avenue Drainage Improvements</li> <li>• 16<sup>th</sup> Avenue Drainage Improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Thurber Channel Drainage Project</li> <li>• 14<sup>th</sup> Avenue to Bonita Lagoon Drainage</li> <li>• Venice Drive Drainage Improvements</li> <li>• Roland Drive and 35<sup>th</sup> Avenue Drainage Improvements</li> </ul>
<b><u>Road and Sidewalk Improvements:</u></b>	
<ul style="list-style-type: none"> <li>• Soquel Dr. (Soquel Village) &amp; Bridge Replacement</li> <li>• 17<sup>th</sup> Avenue Improvements (Phase I, II, and III)</li> <li>• Chanticleer Avenue Improvements (Soquel Avenue to Kinsley Street)</li> <li>• Lower Porter Street Improvements</li> <li>• East Cliff Dr. Improvements (East Cliff Village Area)</li> <li>• Capitola Road (Soquel Ave. to 38<sup>th</sup> Avenue)</li> <li>• Upper 14<sup>th</sup> Avenue Improvements</li> <li>• Jose Avenue Sidewalk Infill Project</li> <li>• Brommer Street (7<sup>th</sup> to 17<sup>th</sup> Avenues)</li> </ul>	<ul style="list-style-type: none"> <li>• Soquel Drive (Walnut Street to Porter Gulch)</li> <li>• Sidewalk Infill (Paul Minnie, Merrill St, upper 30<sup>th</sup> Avenue)</li> <li>• Felt Street Improvements</li> <li>• Gross Road Improvements</li> <li>• Main Street/East Walnut Street Improvements</li> <li>• 30<sup>th</sup> Avenue Improvements (Portola to East Cliff)</li> <li>• Park Avenue Improvements</li> <li>• Lake/5<sup>th</sup> Avenues Improvements</li> </ul>

Table A-1 continued on page 26

<ul style="list-style-type: none"> <li>• Alice/Corcoran Street Improvements</li> <li>• Rodriguez Street Improvements</li> <li>• 7<sup>th</sup> Avenue (East Cliff Drive to Soquel Avenue)</li> <li>• Kinsley Street Improvements</li> <li>• Upper Porter Street Sidewalk Infill</li> <li>• Capitola Avenue Improvements</li> <li>• 30<sup>th</sup> Avenue Improvements (Portola Dr to Brommer St)</li> <li>• Soquel Drive Signal Projects</li> <li>• 2008 Sidewalk Infill (S. Rodeo Gulch, Soquel Drive at Paul Sweet Road, 24<sup>th</sup> Avenue)</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial Way Circulation/Drainage Improvements</li> <li>• East Cliff Drive Emergency Crib Wall Repairs</li> <li>• Soquel Dr Sidewalk Infill (41<sup>st</sup> Avenue to Daubenbiss and at Center Street)</li> <li>• Pleasure Point Improvements (Commercial Area – Lower 41<sup>st</sup> Avenue and Portola Drive)</li> <li>• Portola Dr. Improvements (17<sup>th</sup> to 26<sup>th</sup> Avenues)</li> <li>• Pavement Management Projects</li> <li>• West Walnut Street and Robertson Street Improvements</li> </ul>
ECONOMIC VITALITY PROJECTS AND PROGRAMS	
<ul style="list-style-type: none"> <li>• Soquel Parking and Business Improvement Area</li> <li>• Soquel Village Plan and Soquel 2000 (Plan update)</li> <li>• Utility Undergrounding: Soquel Village &amp; Pleasure Point</li> <li>• Commercial Way Retail Project</li> </ul>	<ul style="list-style-type: none"> <li>• Small Business Assistance Program (LEAP)</li> <li>• Soquel Village Public Parking Lots: Walnut Street, Church, &amp; Daubenbiss Ave (on-going)</li> <li>• Felt Street Plaza Commercial Center Rehabilitation</li> <li>• Graffiti Abatement</li> <li>• Pleasure Point Commercial Area Plan</li> </ul>
SPECIAL STUDIES/PROGRAMS AND COMMUNITY DESIGN	
<ul style="list-style-type: none"> <li>• Live Oak Circulation Study &amp; Commercial Way Circulation Study</li> <li>• East Cliff Drive Circulation Alternatives Study</li> <li>• Road Plan Lines (on-going)</li> <li>• Floral Park Master Plan Update</li> <li>• Chanticleer Ave Park Master Plan (final approvals pending)</li> </ul>	<ul style="list-style-type: none"> <li>• Live Oak/Soquel Aerial Photo update</li> <li>• Moran Lake Water Quality &amp; Restoration Study</li> <li>• Live Oak Historic Resources Inventory Update</li> <li>• The Farm Park and Community Center Master Plan</li> <li>• Twin Lakes Beach Front Concept Plan</li> </ul>
PROPERTIES ACQUIRED (PENDING REDEVELOPMENT)	
<ul style="list-style-type: none"> <li>• Cunnison Lane/The Farm (future park &amp; community center)</li> <li>• East Cliff Drive Bluff Top (various locations, future park)</li> <li>• Porter Street (future connection to Soquel Creek linear park)</li> <li>• Capitola Road Site (commercial site assembly)</li> <li>• East Harper Street Park (future mini-park/housing)</li> <li>• Moran Way (future park)</li> </ul>	<ul style="list-style-type: none"> <li>• Heart of Soquel Mobile Home Park (future Soquel Village project)</li> <li>• O’Neill Ranch Commercial Site (top of 41<sup>st</sup> Avenue)</li> <li>• 17<sup>th</sup> Avenue Resource Center Site</li> <li>• Chanticleer Park Site – (future park)</li> <li>• 7<sup>th</sup> Avenue/Brommer Street Site – Phase 1 (future recreational and visitor serving uses)</li> <li>• Rodriguez Park Site – (future park site assembly)</li> </ul>
URBAN FORESTRY PROGRAM AND STREETScape PLANTING PROJECTS	
<ul style="list-style-type: none"> <li>• Urban Forestry Master Plan</li> <li>• Felt Street Volunteer</li> <li>• 17<sup>th</sup> Avenue</li> <li>• Lower Thurber Lane</li> <li>• Commercial Crossing</li> <li>• Commercial Way</li> <li>• Rodriguez Street Volunteer</li> </ul>	<ul style="list-style-type: none"> <li>• Street Tree Maintenance Program (on-going)</li> <li>• East Walnut Street</li> <li>• Lower Main Street</li> <li>• East Cliff Drive (13<sup>th</sup> to 17<sup>th</sup> Avenues)</li> <li>• Lower Porter Street</li> <li>• Park Avenue</li> <li>• 7<sup>th</sup> Avenue (Soquel Avenue to East Cliff Dr)</li> </ul>

Table A-1 continued on page 27

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Lower 41<sup>st</sup> Avenue</li> <li>• Portola Drive (17<sup>th</sup> to 41<sup>st</sup> Avenues)</li> <li>• Capitola Road</li> <li>• Kinsley Street Volunteer</li> <li>• West Walnut Street Volunteer</li> </ul> | <ul style="list-style-type: none"> <li>• Soquel Drive (Soquel Village)</li> <li>• Lake/5<sup>th</sup> Avenues</li> <li>• Soquel Drive (Walnut Street to Porter Gulch)</li> <li>• Brommer Street (7<sup>th</sup> Avenue to Thompson Street)</li> <li>• Soquel Drive (east of 41<sup>st</sup> Avenue)</li> </ul> |
|---|--|

**AFFORDABLE HOUSING PROJECTS AND PROGRAMS COMPLETED TO DATE**

Agency funds have been used for a variety of housing activities. Table A-2 provides details on the projects and programs in which the Agency has participated. As Table A-2 shows, the Agency’s housing activities have been applied in four general areas: 1) new construction, 2) conversion to affordable housing by the application of affordability restrictions, 3) substantial rehabilitation, and 4) housing support programs. The projects noted in Table A-2 include the following types of Agency assistance:

- Land acquisition
- Grants or favorable loan terms
- Local matching funds
- Preservation of “at risk” units
- Assistance to low income first time homebuyers
- Purchase of Affordability Restrictions
- Last month’s rent/security deposit assistance for low income renters
- Emergency Housing Assistance

TABLE A-2: LISTING OF AGENCY-FUNDED AFFORDABLE HOUSING PROJECTS AND PROGRAMS 1987-2009							
AFFORDABLE HOUSING PROGRAMS WITH AFFORDABILITY RESTRICTIONS							
		# units VL	# units L	# units M	Total	Developer	Year Completed
Measure J Preservation *	Measure J preservation; low and moderate income homeowners			17	17	RDA	Ongoing
First Time Home Buyer Program	Assistance to low and very-low income households to purchase homes			156	156	RDA	Ongoing
Second Unit Loan Program	Loans to developers of affordable second units		4		4		Inactive
Mobile Home Change Out				23	23	(Double Count)	Ongoing
<b>SubTotal</b>		<b>0</b>	<b>4</b>	<b>196</b>	<b>200</b>		

Table A-2 continued on page 28

\*Includes units funded by other non-Agency funds



NEW CONSTRUCTION COMPLETED							
		# units VL	# units L	# units M	Total	Developer	Year Completed
Habitat for Humanity (1-17th Ave, 3- Soquel, 2-Juan Pablo, )	New construction: single family houses for sale to very-low income	6			6	Habitat for Humanity	1990 and 1993
VOA Senior Housing	New construction apt. units;	75			75	Volunteers of America	1989
Stepping Out	New construction apartments; disabled adults	8	10		18	Stepping Out Housing, Inc.	1992
Cunnison Lane/Farm	New units/child care;\	16	23		39	Mid- Peninsula Housing Coalition	1993
Arroyo Verde	Enhance affordability of very-low and low income ownership project	15	29	57	101	Housing Authority	1993
Casa Linda	New construction; Apartments for very-low income disabled adults	20	1		21	Housing for Indep. People (HIP)	1996
Merrill Road	New construction;	15			15	Housing Authority	1998
McIntosh Mobile Home Park	Preserve, expand, and upgrade mobile home park, low income	4	5		9	Mercy Housing	2000
San Andreas Farm Labor Housing	Reconstruction of dilapidated farm worker housing	42		1	43	Mid Peninsula Housing Coalition	2002
Vista Verde Apartments	New units and child care for very- low income families	76			76	South County Housing	2002
Corralitos Creek Townhomes	New home ownership units			35	35	South County Housing	2004
Corralitos Creek Apartments	New rental apartments for very-low and low income	47	16	1	64	South County Housing	2004
Villas Del Paraiso	Reconstruction of dilapidated farm worker housing	18	32	1	51	Mid Peninsula Housing Coalition	2005
Seacliff Highlands	New Construction	35	3	1	39	South County Housing	2006
Parkhurst Terrace	New Construction	62	5		67	Mid Peninsula Housing Coalition	2008
<b>SubTotal</b>		<b>439</b>	<b>124</b>	<b>96</b>	<b>659</b>		

Table A-2 continued on page 29

NEW CONSTRUCTION IN PROGRESS							
		# units VL	# units L	# units M	Total	Developer	Year Completed
Canterbury Park	New townhome ownership units			19	19	South County Housing	Plans Approved
Seascape	Property deeded to County for affordable housing		5	5	10	TBD	TBD
Minto	New town homes and apartment units	88			88	Mid Peninsula Housing Coalition	Plans Approved
<b>Total</b>		<b>88</b>	<b>5</b>	<b>24</b>	<b>117</b>		
CONVERSION TO AFFORDABLE WITH AFFORDABILITY RESTRICTIONS							
		# units VL	# units L	# units M	Total	Developer	Year Completed
Swan Lake	Acquired permanent affordability restrictions			45	45	Barry Swenson Builders	In Progress
Woodland Heights	Preserve affordability of low income senior rental project		68		68	Vosti Properties	1993
Beachcomber Mobile Home Park	Conversion of mobile home park to limited equity co-op;		73		73	Santa Cruz Community Housing	1994
Sorrento Oaks	Private mobile home park conversion; loans to low income park residents	8	4		12	Private Cooperative	1996
Cliffwood Estates Mobile Home Park	Private mobile home park conversion; loans to park residents	9			9	Private Cooperative	1997
Willowbrook Assisted Care Housing	Assisted living housing and affordable rental units	42			42	Willowbrook LLC	2000
<b>SubTotal</b>		<b>59</b>	<b>145</b>	<b>45</b>	<b>249</b>		
SUBSTANTIAL REHABILITATION COMPLETED							
		# units VL	# units L	# units M	Total	Developer	Year Completed
Brommer Street	Apt. purchase/rehab.; transitional housing formerly homeless families	6			6	Housing Authority	1992
Tierra Alta	Sanitation improvements for low and very-low income farm worker housing		36		36	Housing Authority	1992

Table A-2 continued on page 30

SANTA CRUZ COUNTY REDEVELOPMENT AGENCY

Jardines Del Valle	Rehabilitation and purchase of farm labor camp; low and very-low income	18			18	Mid Peninsula Housing Coalition	1998
Above the Line	Transitional housing for formerly homeless teens & affordable rental units	10	7		17	Mercy Housing	2000
Lagoon Beach Cooperative	Apt. conversion to limited equity cooperative		30	1	31	Mercy Housing	1992
Monarch	purchase/rehab.; transitional housing formerly homeless families	6			6	Santa Cruz Community Counseling Center	2003
Pleasant Acres	Preserve housing affordability and upgrade mobile home park		64		64	South County Housing	2009
Pacific Family Mobile Home Park	Reconstruction of park		30	4	34	South County Housing	2009
Wheelock	Purchase/rehab.; transitional housing formerly homeless families	3 units 15 beds			3 units 15 beds	County Health Services Agency	2009
McIntosh Mobile Home Park	Preserve, expand, and upgrade mobile home park; low income		19		19	Mercy Housing	2000
<b>SubTotal</b>		<b>47</b>	<b>186</b>	<b>5</b>	<b>234</b>		
<b>OTHER AFFORDABLE HOUSING EFFORTS</b>							
		# units VL	# units L	# units M	Total	Developer	Year Completed
Mobile Home Rehab. Program *	Loans to low and very-low income mobile home owners for coach upgrades		58		58	RDA	Ongoing
CDBG Housing Rehabilitation	Rehabilitation of single family, apartments and mobile homes; low income		16		16	Various	Ongoing
<b>Subtotal</b>			<b>74</b>		<b>74</b>		
<b>Total</b>		<b>629</b>	<b>538</b>	<b>366</b>	<b>1533</b>		
<b>AFFORDABLE HOUSING PROGRAMS DIRECTLY FUNDED BY THE AGENCY</b> Estimated No. Households Assisted (on an annual basis)							
Last/Deposit Program	Loan program to low income households to avoid homelessness	25			25	Housing Authority (contract w/ RDA)	Ongoing
Eviction Protection	Rental subsidies to avert homelessness	120			120	Community Action Board	Ongoing

Table A-2 continued on page 31

Former Foster Youth Housing Asssitance	Housing assistance to facilitate transition to independent hosugnin for Transtional Housing Plus program participants	16			16	Santa Cruz Community Counselling Center	On going
Mental Health Supportive Housign Rental Subsidy Program	Rent subsidies to individual adults receiving direct services	35			35	Front St. Inc.	For 2009-10, may be transitioned Co or non-profit owned units
Families in Transition	Program to assist lower income homeless families transition to self-sufficiency	20			20	FIT	Ongoing
Board and Care Rental Subsidies	Subsidies to cover housing costs of ersidetns at the Willowbrook Board and Care facility	40			40	HSA	For 2009-10 – may be transitioned to Co. owned facility
Continuum of Care	RDA provides staff support to coordinate federal funding to 15 programs that provide housing and support to very low income households at risk of homelessness	548			548	15 separate programs	On going
<b>Total</b>		<b>804</b>			<b>804</b>		

## APPENDIX B: HOUSING COMPLIANCE

Community Redevelopment Law requires that certain specific information be included in the Implementation Plan. This includes information pertaining to past and future housing fund expenditures, proportional spending requirements, the number of Agency-assisted units and specific affordable housing production requirements. Specific information is also required to be reported pertaining to three Plan periods: 1) the period between 1987 and 2009, 2) the ten-year period between 2010 and 2019 encompassed by this Implementation Plan and 3), the period between 2020 and 2027, which constitutes the remaining life span of the 40-year limit of the Live Oak/Soquel Redevelopment Project Area.

### Housing Fund Expenditures 2005-2009:

The Implementation Plan is required to include the amount of Housing Funds utilized during the 2005-2009 period to assist affordable housing projects and whether funded activities were available to families with children. During the 2005-2009 reporting period, the Agency expended \$34,741,763 on specific projects to assist affordable units throughout the unincorporated county. The Agency did not assist projects that were solely restricted to senior housing during this reporting period.

### 2010-2014 Projected Funds Available and Projected Expenditures:

Table B-1 below indicates the amount of funds in the Low and Moderate Income Housing Fund, the anticipated revenues and expenditures, and the estimated number of very-low, low, and moderate income units that will receive Agency assistance during the next five years. Activities include acquisition and development of new affordable housing; rehabilitation of dilapidated units; resident acquisition projects; local matching funds; and preservation of “at risk” units and replacement units. (Because of the specific statutory requirements in the law, a number of Agency programs—e.g. resident acquisition programs, First Time Home buyer Programs, Second Unit Assistance Programs—result in Agency-assisted units that are not counted toward the Agency production goals, as discussed below.)

**TABLE B-1:  
LOW AND MODERATE INCOME HOUSING FUND ESTIMATES  
BY YEAR**

Year	Beginning Balance	Proceeds/Income		Subtotal Revenue	Expenses		Subtotal Expense	Remaining Funds
		Bond Proceeds	Tax Increment		Admin. And Debt Service	Projects and Programs		
2010	36,778,983	8,104,000	7,924,754	16,028,754	5,944,030	13,745,000	19,689,030	33,118,707
2011	33,118,707		7,830,252	7,830,252	6,015,612	14,185,000	20,200,612	20,748,347
2012	20,748,347		7,733,860	7,733,860	6,096,033	10,040,000	16,136,033	12,346,174
2013	12,346,174	8,576,000	7,858,795	16,434,795	6,575,505	5,990,000	12,565,505	16,215,463
2014	16,215,463		7,986,228	7,986,228	6,663,341	7,930,000	14,593,341	9,608,350

2010-2019 Proportional Spending Requirements:

In addition, over the 2010-2019 time period, the Agency is required to expend housing funds in accordance with an income proportionality test and an age proportionality test. These proportionality tests must be met every ten years through the end of the redevelopment project, corresponding to the Implementation Plan periods. These tests do not have to be met on an annual basis.

By income level: The income proportionality test requires the Agency to expend its funds at least in proportion to the housing needs that have been determined for the community. The proportionality test is based on the regional housing-need allocation contained in the County’s Draft Housing Element, which determines the spending proportions within the Agency’s expenditure plan. As noted in the table below, the proportional spending goals have been met.

**TABLE B-2:  
INCOME PROPORTIONALITY**

Income Category	AMBAG Regional Housing Need Allocation	Required Spending Proportions	Proposed Spending Proportions
Very-low	288	38%	38%
Low	217	29%	30%
Moderate	244	33%	32%

By Age: Agency funds must be spent to provide, improve, or preserve housing that is not age restricted in at least the same proportion as the County's population under age 65 as reported in the most recent census. The 2000 census indicates that at least 90% of the County's population is younger than 65 years of age, so at least 90% of the Agency's expenditures must be spent on housing that is available to households younger than 65. The Agency has not specifically targeted its projects or programs to a seniors-only population and, therefore, this Plan complies with this section of the law.

The Implementation Plan also is required to include projections about the amount of expenditures for each income group during each year of the implementation period. These projections are noted below in Table B-3 below:

TABLE B-3: PROJECT FUNDING				
	Very-Low	Low	Moderate	TOTAL
2010	6,465,000	5,850,000	1,430,000	13,745,000
2011	4,955,000	3,000,000	6,230,000	14,185,000
2012	5,510,000	3,400,000	1,130,000	10,040,000
2013	860,000	4,500,000	630,000	5,990,000
2014	4,360,000	3,250,000	320,000	7,930,000
2015	2,760,000	700,000	3,700,000	3,830,000
2016	1,000,000	250,000	2,750,000	4,000,000
2017	500,000	250,000	3,250,000	4,000,000
2018	500,000	100,000	3,400,000	4,000,000
2019	500,000	100,000	3,400,000	4,000,000

Agency-Assisted Units

The Implementation Plan is also required to estimate the number of new, rehabilitated, or price-restricted units to be assisted during each of the next five years, of the ten year period, as well as of the life of the Plan. Future year projections, which are based on a continuation of the various Agency programs—substantial rehabilitation activities, new construction programs, and long-term affordability strategies—are presented in the Table B-4 below.

YEAR	New Units	Rehabilitated Units	Price-Restricted Units
1987-2009	780	587	173
2010	98	26	28
2011	62	26	48
2012	48	89	25
2013	48	14	14
2014	107	7	9
Total 2010-2014	363	162	124
Total 2015-2019*	272	121	93
Total 2020-2027**	218	97	74
<b>TOTAL LIFE OF PLAN</b>	<b>1633</b>	<b>967</b>	<b>464</b>

\* Assume 75% of 2010-2014 annual average

\*\*Assume 50% of 2015-2019 yearly average x 8 years

### Production Requirements:

Table B-5 summarizes the number of units required to be produced by the Agency using its Low and Moderate Income Housing Fund based on certain activities occurring in the Project Area. These include market rate construction and existing rehabilitation in the Project Area as well as replacing housing opportunities lost due to Agency development activities. State law requires that 15% of all units developed in a project area be affordable, with 40% of the affordable units (or 6% of the total) allocated to very-low income households, and 60% of the allocated units (or 9% of the total) affordable to low and moderate income households. The law also allows an agency to count agency-assisted affordable units that are outside a project area toward the agency's project area production requirement on a two-for-one basis. According to Redevelopment law, growth in the Project Area sets the standard to determine the number of affordable housing units that the Agency must produce during the duration of this Implementation Plan.

The Agency's production requirement for units affordable to very-low, low, and moderate income households is 279 units or 15% of the total units produced in the Project Area. Table B-5 shows that between 1987 and 2009, the Agency produced 787 units that the Agency assisted toward meeting the 15% affordability requirement. Because the Agency exceeded in the production of the required units, the resulting 508 surplus units are available to be counted toward future production requirements.



TABLE B-5: IMPLEMENTATION PLAN PRODUCTION REQUIREMENTS AND PRODUCTION SURPLUS/DEFICIT: 1987- 2009	
PRODUCTION REQUIREMENT	
Total Units Produced (market rate and affordable)	1861
Total Very-low Income Units Required (40% of Affordable Unit obligation)	111
Total Low/Moderate Income Units Required (60% of Affordable Unit Obligation)	168
Total Affordable Housing Unit Obligation (15% of the Total Units Produced)	279
AFFORDABLE UNITS PRODUCED BY AGENCY	
Total Very-low Income Units	303
Total Low Income Units	292
Moderate Income Units	192
Total Units Produced	787
TOTAL PRODUCED IN SURPLUS OR DEFICIT (no. units required minus no. units produced)	
<b>Very-low</b> Income Units Produced in Surplus	192
<b>Low</b> Income Units Produced in Surplus	145
<b>Moderate</b> Income Units Produced in Surplus	171
<b>Total Produced Income Units in Surplus</b>	508

Prior year surplus or deficits are carried forward and incorporated into the future production goals.

In Table B-6 below, the Agency's future production requirements are derived from the projected growth in the Project Area.

The estimated production in Agency-assisted units included in Table B-6 is based on the Agency's ongoing programs and scheduled projects. Thus, between 2010-2019, the Agency estimates assisting the production of 571 units toward meeting the 15% affordability requirement. Because the Agency exceeded the production of the required units, the resultant 996 surplus units can be counted toward future production requirements.

Based on the estimated production in Agency-assisted units included in Table B-6 between 2010–2027, the Agency estimates it will produce 151 units toward meeting the affordability requirement. Therefore, by the end of this Implementation Plan in 2014 and for the duration of the life of the Project Area in 2027, the Agency anticipates assisting enough affordable units to secure a surplus in the affordable housing production requirements for all income categories. Projected displacement by the Agency has already been deducted from the projected units to be assisted by the Agency.

TABLE B-6: IMPLEMENTATION PLAN PRODUCTION REQUIREMENTS AND PRODUCTION SURPLUS/DEFICIT: 2010 - 2027				
PRODUCTION REQUIREMENT 2010-2019 (10-Yr Cumulative)				
	Total	Very-Low	Low	Moderate
Estimated No. of Market Units Developed in Project Area*	554			
Production Requirement (15% of market units produced)	83	33	23	27
Estimated Production***	571	408	133	30
Prior Surplus (Deficit)	508	192	145	171
<b>End of 2019 Surplus (Deficit)</b>	<b>996</b>	<b>567</b>	<b>255</b>	<b>174</b>
PRODUCTION REQUIREMENT 2020-2027				
Estimated No. of Market Units Developed in Project Area**	284			
Requirement	43	17	12	14
Estimated Production***	151	108	35	8
Prior Surplus (Deficit)	996	567	255	174
<b>End of 2027 Plan Life Cumulative Surplus (Deficit)</b>	<b>1104</b>	<b>658</b>	<b>278</b>	<b>168</b>
NOTE: New units produced are estimates based on assumption that project area is approaching builds out: * New market units produced for 2010-2014 = 75% of average units produced over life of Agency; 2015-2019= 75% of 2010-2014 amount ** New market units for 2020-2027 = 75% of 2015-2019 amount *** Estimated production: 2010-2014: preliminary projects identified for first five-year period, includes units outside of project area, 2015-2019; 50% of 2010-2014 amount; 2020-2027: 50% of 2015-2019 amount				

The following section summarizes the Agency’s activities during the major time periods covered in this Implementation Plan.

### **1987 - 2009:**

From when the Agency was formed in 1987 to June 30, 2009, 1861 units were built or rehabilitated in the Project Area. During that period, the Agency assisted in the creation of a wide variety of housing opportunities both within and outside the Project Area. Agency activities include assistance in the development of new affordable units and rehabilitation of existing dilapidated housing into affordable units with long-term affordability restrictions, creating farm worker housing units and housing for special needs, and conversion of mobile home parks into resident-owned parks with permanent affordability restrictions. These activities are listed and described in more detail in Table A-2.

### **2010 - 2014**

During the five year period between 2010 - 2014, the Agency estimates 381 assisted units will be created and applied toward the Agency's production goals: 272 units assisting very-low income households, 89 units assisting low income households, and 20 units assisting moderate income households.

There are a number of pending and proposed activities scheduled for this five year period. As discussed in this plan, these activities include 1) development of new affordable units; 2) housing rehabilitation, including Mobile Home Rehabilitation Program; 3) residential, non-profit or County acquisitions of properties to address special housing needs; 4) local matching funds for a wide range of affordable housing projects/activities; 5) First Time Homebuyer Loan Program; 6) Mobile Home Change Out Program; and 7) Special Housing Needs Program activities.

### **2015-2019**

During the five years between 2015 and 2019, the Agency will continue its involvement in the 2010-2014 programs, including new construction activities, substantial rehabilitation activities, and projects involving acquisition of long-term affordability restrictions. 190 units are projected toward the Agency's production goals for 2015–2019. Within this period, the Agency projects assisting 136 units for very-low income households, 44 for low income households, and 10 units for moderate income households. Table B-6 shows that at the end of the 2010-2019 period, a total of 996 surplus units, consisting of 567 very-low income, 255 low and 174 moderate income units will be built in excess of Redevelopment Law requirements.

### **2020 –2027**

During this final period, production of affordable units is predicated on fewer available resources but with a continuation of the same general type of affordable housing programs. It is anticipated that these efforts will result in 151 units, both inside and outside of the Project Area, that can be

counted toward the production goals. Table B-6 shows that at the end of the life span of the Project Area, a total of 1104 surplus units, consisting of 658 very-low income, 278 low, and 168 moderate income units will be built in excess of Redevelopment Law requirements.

While projections beyond a ten year period become increasingly speculative, it is clear, based on the Agency's experience to date and pipeline projects, that if Agency low and moderate income housing funds continue to be used to assist in the new construction and substantial rehabilitation of affordable housing, then the Project Area affordable housing production obligations over the life span of the Agency will be easily achieved.

Replacement Housing Requirements:

Redevelopment Law (Section 33413(a)) requires agencies to replace low or moderate income units displaced by an agency activity within four years of displacement. Since the Agency's inception, Agency projects have minimized displacement of low and moderate income households and the loss of housing units.

Between 1987 and 2009, a total of 64 units have been lost as a result of Agency-assisted projects. All 69 units have been replaced to date. As reported in the 2005-2009 Implementation Plan, 9 units, which were displaced between 2002-2004, were to be replaced by units developed in the 2005-2009 period. These have been replaced as have the 20 units lost in the 2005-2009 period. Thus, all replacement housing requirements have been met within the four-year period required by law for low or very-low income units. Table B-5 accounts for the replacement of displaced units.